OFFICE OF THE CHIEF INFORMATION OFFICER

FY 1999 ANNUAL PROGRAM PERFORMANCE REPORT

The Office of the Chief Information Officer (OCIO) was established by Secretary's Memorandum 1030-30, pursuant to the Clinger Cohen Act of 1996. The OCIO is independent of any other office or agency and has primary responsibility for supervision and coordination within the U.S. Department of Agriculture (USDA) of the design, acquisition, maintenance, use, and disposal of information technology by USDA agencies. On October 1, 1998, the Assistance Secretary of Administration signed a memorandum transferring the National Information Technology Center (NITC) from Departmental Administration to OCIO. The mission of the OCIO is to strategically acquire and use information technology resources to improve the quality, timeliness, and cost effectiveness of USDA service delivery to its customers.

OCIO also has activities that are funded through the USDA Working Capital Fund (WCF). These activities, or cost centers, operate using a cost recovery method for services rendered.

The OCIO Strategic Plan lists 2 Goals, each with identified objectives. At the time that the Strategic Plan was written, the National Information Technology Center (NITC) reported to Departmental Administration and was not included in the development of the Strategic Plan. In the interim, NITC has developed a third goal which is described below.

In 1997, OCIO developed the following goals to address the critical information technology (IT) issues at that time. IT technology is changing at a rapid pace. This rapid change brings new problems and challenges. OCIO is in the process of developing a new Strategic Plan to describe the its vision for the new Millennium. However, this will only be a snapshot of the technology and issues for today. More information regarding OCIO's current programs can be found in the OCIO Strategic and Annual Performance plans.

Only Federal employees were involved in the preparation of this report.

The Goals and Objectives identified in the Revised 1999 Annual Performance Plan are listed below. Each OCIO Program Activity follows with a description of the measurable indicators to support a specific Goal/Objective.

OCIO PERFORMANCE SUMMARY

Strategic Goal/ Management Initiative	FY 1999 Performance Goals	Performance	
		Target	Actual
Goal 1: Ensure decisions regarding the selection and deployment of information technology are based on USDA needs.	Establish USDA policy on IT management using the Capital Planning and Investment Control (CPIC) methodology:		
	Number of USDA agencies using CPIC in the selection, evaluation, and control of their IT investment portfolio	10	27
	Number of agency IT management reviews performed	4	2
	Ensure that Service Center technology improvements are driven by business needs and support re-engineered business processes:		
	Number of Service Center Oversight Implementation progress reviews conducted	4	9
	Number of Service Center IV&Vs conducted	6	2
	Develop and implement the USDA Information System Technology Architecture (ISTA) as a tool to identify areas for potential integration and improvement initiatives:		
	Percent of agencies using ISTA	25	50

OCIO PERFORMANCE SUMMARY			
Strategic Goal/ Management Initiative	**FY 1999 Performance Goals**	**Performance**	
		Target	**Actual**
Goal 2: Develop Department-wide information and technical infrastructures that will improve service delivery through more effective information systems and data management.	Ensure all USDA agency mission critical information systems are Year 2000 compliant and operational: Percent Y2K awareness Percent Y2K assessment Percent Y2K renovation Percent Y2K validation Percent Y2K implementation	 100 100 100 90 25	 100 100 100 100 100
	Percent of agencies identifying critical assets and assessing them for vulnerabilities	10	10
Goal 3: Be a leading innovative information technology services organization, experienced in providing quality and cost-effective services for centralized and distributed computing, and applications support. These activities are financed through the Departmental Working Capital Fund (WCF).	Bring OCIO systems into Y2K compliance	100%	100%
	Percent to which OS/390 operating system is implemented on OCIO mainframe system	100	100
	Percent to which Y2K test LPAR is established on OCIO mainframe system for customer testing	100	100
	Percent of OCIO computing platforms which have a Web interface	70	80
	Percent increase of new business based on new services	5	11
	Number of business proposals submitted to potential customers	10	20
	Percent of OCIO employees that received technical and management training	80	100
Management Initiative 1: Implement a professional development strategy to ensure that USDA's personnel possess the skills necessary to meet the challenges of effectively delivering programs and services with information technology	Increase percent of agency acceptance/adoption of the CIO Council's IT core competencies	50	0
	Increase percent of executives/senior managers who integrate IT core competencies into their IT workforce planning	20	0
Management Initiative 2: Continually improve the quality and effectiveness of the OCIO workforce and ensure Civil Rights of all.	Increase employee morale Percent of employees indicating medium to high morale Percent decrease in formal and informal complaints	establish baseline "	 50 50
	Provide civil rights training for all employees Percent civil rights training completed	 100	 100
	Provide conflict management training for all employees Percent of employees completing conflict management training	 50	 15

Goal 1: Ensure decisions regarding the selection and deployment of information technology are based on USDA business needs.

Objective 1.1: Use a decision making process within USDA that makes the program and IT officials responsible for IT investments.

Objective 1.2: Establish a standard Capital Planning and Investment Control Program (CPIC) in USDA to ensure IT investments are made in direct support of business objectives, managed prudently, and assessed to ensure that measurable improvements are achieved through those investments.

Key Performance Goal

Establish USDA policy on IT management using the CPIC methodology.

Number of agencies using CPIC in the selection, evaluation, and control of their IT investment portfolio

Target: 10
Actual: 27

Number of agency IT management reviews performed

Target: 4
Actual: 2

1999 Data: Agency IT management reviews is an actual count of the reviews performed at the request of, and/or under the leadership of OCIO. The data are developed through two means: OCIO staff review of agency IT budget requests and agencies' use of the Information Technology Investment Portfolio System (I-TIPS) in managing their portfolios and reporting on those portfolios. I-TIPS is a Federal-wide tool for managing capital investments. During FY 1999, all major USDA agencies used I-TIPS to manage their investment portfolios, and used some level of Capital Planning tenets in the management of these portfolios. Thus, the data is sound and reliable.

Analysis of Results: OCIO met the performance goal to establish USDA policy for using CPIC. OCIO exhibited strong leadership by establishing a complete process for managing IT assets. This includes providing guidance for a budget planning process, a budget review process and establishing an Executive Information Technology Investment Review Board (EITIRB) to provide a final Department-wide view for approval of IT investments.

The FY 1999 annual performance plan contained additional measures for this objective. These measures related to project management for information technology. However, in FY 1999, OCIO devoted several FTEs to ensuring Year 2000 compliance for USDA's information systems and programs. Because of this redirection of resources, project management goals were not addressed in FY 1999. See **Appendix A** for an explanation regarding the discontinuation of these measures.

Current Fiscal Year Performance: During FY 2000, OCIO is working with the agencies and the EITIRB, to improve the quality of capital planning, such as quality and reliability of the data, as it is used for major IT investments. Major investments include those with costs over $25 million, those with annual costs over $10 million, those that cut across organization lines, and those that are of strategic importance to the Department.

Program Evaluations: None conducted in FY 1999

Objective 1.3: Identify opportunities for streamlining program and administrative business activities, and the technology that supports the, through the development and implementation of a business/data architecture.

Key Performance Goal

Develop and implement the USDA ISTA as a tool to identify areas for potential integration and improvement initiatives.
Percent of agencies using ISTA
Target: 25
Actual: 50

1999 Data: The data are developed through observation, meetings with USDA agencies, inter-agency groups, and moratorium waiver requests. Data is based on OCIO staff observations about agencies' architecture approaches and their use of ISTA principles, standards, and methods. Thus, the data are sound and reliable.

Analysis of Results: USDA is following the National Institute of Standards and Technology (NIST) model for the architecture. The 5 layers of the architecture are: business; information; applications; data; and, technology. Compliance for the technology portion is approaching 100%. USDA has also witnessed a narrowing of the product base as agencies implemented industry preferred products to facilitate seamless communications with their customers and stakeholders. Most agency employees can communicate internally and with other USDA agencies via local and wide area networks. Communication with other Federal agencies and customers and partners are enabled through use of the Internet. The Internet is being used to share information about USDA programs and services and for electronic mail exchange with external customers and partners.

For the business and data portion of the architecture, change is much slower than for the technology portion. There are opportunities for coalescing applications and systems that will be addressed through both the architecture and capital planning and investment control processes. Fundamentally changing the way agencies do business and address data sharing is a monumental undertaking. USDA agencies are partnering with other USDA agencies and Federal agencies and state and local governments in information and data sharing activities using common databases and web-enabled applications.

OCIO performed a self-evaluation of the ISTA direction against the Federal Architecture Model. After evaluation, OCIO determined that this model applied to USDA since it represents a federated approach for large multi-function organizations.

The FY 1999 annual performance plan contained additional measures for this objective. However, after analysis, OCIO determined that the individual agency migration plans no longer apply as a measure. Instead, USDA is using an enterprise-centric approach for the architecture and information requirements are being leveraged through the architecture, CPIC, and waiver process. See **Appendix A** for an explanation regarding the discontinuation of these measures.

Description of Actions and Schedules: Specific planned actions for FY 2000 include the following:

- Publish the USDA ISTA in both paper and electronic forms.
- Continue outreach to agencies regarding education and awareness of architecture principle, standards, and processes.
- Develop architecture segments. Begin addressing the need for increased collaboration to reduce redundant information systems.
- Develop technology domains. OCIO has contracted with the Meta Group to provide OCIO staff training on their architecture process, consultant support and on-going architecture related information and developments.
- Implement the IOTA Management Framework. This includes establishing the groups who will oversee and operate specific architecture processes.
- Continue the efforts of the IT Asset Management Team to address enterprise licenses and consolidated buys.
- Employ computer specialist to lead the technology portion of the USDA IOTA.

Current Fiscal Year Performance: Planned activity for FY 2000 is based on the USDA IOTA project plan and the next steps listed in the draft version of the USDA IOTA. Actual performance is dependent on agency support to achieve goals stated in the IOTA.

Program Evaluations: OCIO performed a self-evaluation of the IOTA direction against the Federal Architecture Model. After evaluation, OCIO determined that this model applied to USDA since it represents a federated approach for large multi-function organizations.

Objective 1.4: Establish an assessment methodology for Departmental and agency IRM programs that will ensure sound management practices are being used to achieve measurable improvements.

Key Performance Goal

Ensure that the Service Center technology improvements are driven by business needs and support re-engineered business processes.
Number of Service Center Oversight Implementation progress reviews conducted
Target: 4
Actual: 9
Number of Service Center Implementation IV&Vs conducted
Target: 6
Actual: 2

FY 1999 Data: FY 1999 progress review data includes the following types of reviews: (1) review/approval of FY 1999 Service Center Implementation (SC.) spending plan and revisions; (2) review/approval of SC. technical approval and waiver requests; (3) bi-monthly overall SC. progress reviews; and, (4) review/approval of SC. major procurement orders. Thus, the data are sound and reliable.

Data also represents actual number of Independent Verification and Validation (IV&V) contracts issued.

Analysis of Results: Progress reviews ensured that SC. activities were consistent with Secretarial priorities and were technically sufficient and directly based on business needs. In many instances OCIO approvals were accompanied by conditions designed to address weaknesses or areas needing improvement. These reviews resulted in the identification and appropriate addressing of problem areas related to telecommunications capacity, budget process, coordination with other SC. agency activities, and the drafting of a comprehensive Service Center Modernization Plan.

Two IV&V contracts were issued in FY 1999. One IV&V was to observe and evaluate work being done by the Farm Service Agency (FSA) and the SC. Common Computing Environment (CC) Team to identify a solution to connect the FSA System 36 legacy systems to the installed LAN/WAN/Voice network. The IV&V identified several problems with the connectivity work and made several key recommendations for resolving the issues. Problems related to testing documentation, performance of various alternatives, and omission of a potentially viable and less expensive alternative for achieving connectivity. As a result of the IV&V recommendations, FSA and SC. undertook additional testing and evaluation to resolve the issue.

The second IV&V contract was to review the process by which the SC. identified and selected a Enterprise Geographic Information System (GIS) software. This is a key segment of the overall CC. GIS offers 38 percent of the benefits of the SC. initiative but also represents a significant investment and process re-engineering effort. The software selection also has significant implications for USDA partners and for the technology support staff required. The IV&V identified a number of key aspects that were not being addressed adequately by the SC. selection process. These included the need to clearly relate the GIS functionality back to specific business needs, the need to assess the impact of the software selections on

GIS expertise required at the field level, and others. Specific recommendations were provided which SC. incorporated into the final stages of the selection process.

Description of Actions and Schedules: The actual number of IV&Vs was 2, compared with the original estimate of six. IV&Vs are conducted to supplement other types of reviews conducted by the oversight staff. IV&Vs are used where: (1) there is a major technical issue requiring outside expertise; or, (2) where an objective management review is needed.

Current Fiscal Year Performance: Planned progress reviews for FY 2000 are estimated based on a standard schedule of six bi-monthly progress reviews and an estimate of other types of reviews that will be needed. The actual number of other types of reviews will be a function of the progress made in the SC. initiative in terms of projects proposed or requested for deployment, completion schedule of SC. plans and analyses that will need review, etc.

The original IV&V estimate of six was based on anticipated progress of the SC. initiative in delivering technical architecture and other documents or processes. Because of funding and other issues, SC. schedules slipped and therefore the additional IV&Vs were not conducted.

In addition, OCIO will continue to use IV&Vs where outside technical expertise is needed and the additional expense is warranted. The current estimate of three IV&Vs is based on anticipated progress of the SC. initiative during FY 2000.

Program Evaluations: The IV&Vs provide a constant assessment of the progress of the program.

Goal 2: Develop Department-wide information and technical infrastructures that will improve service delivery through more effective information systems and data management.

Objective 2.1: Develop and implement technical standards for USDA that will facilitate the adoption of specific information technologies necessary to support mission objectives and reengineered and streamlined business processes.

This objective duplicates Goal 1, Objective 1.3 and will be revised in the next Strategic Plan.

Objective 2.2: Assess established and emerging technologies, including hardware, software, communications, artificial intelligence, and other aides to human decision making, for opportunities to improve its service delivery.

This objective duplicates Goal 1, Objective 1.3 and will be revised in the next Strategic Plan.

Objective 2.3: Develop and implement funding and acquisition strategies to implement information technology initiatives.

This objective duplicates activities discussed in Goal 1, Objective 1.2 and will be revised in the next Strategic Plan.

Objective 2.4: Ensure that USDA's mission-critical systems nation-wide are Year 2000 compliant by March 31, 1999. Provide guidance and leadership for the Department and agencies on all aspects of USDA year 2000 program activities. Mitigate the Year 2000 associated risks in information systems, telecommunications systems, and vulnerable systems and processors with embedded chips.

Key Performance Goal

Ensure all USDA agency mission critical information systems are Year 2000 compliant and operational.	
Percent Y2K awareness	
Target:	100
Actual:	100
Percent Y2K assessment	
Target:	
Actual:	100
Percent Y2K renovation	
Target:	100
Actual:	100
Percent Y2K validation	
Target:	90
Actual:	100
Percent Y2K implementation	
Target:	90
Actual:	100

1999 Data: The Year 2000 awareness phase included defining the problem, educating the community, attaining executive support, and developing an overall strategy. The assessment phase included identifying mission-critical and non-mission-critical systems, analyzing systems to ensure compliance, prioritizing corrective actions, developing contingency plans, and securing necessary resources. During the renovation phase, non-compliant systems were converted, replaced, or eliminated. Interfaces to other systems were also identified and corrected . Following corrective action, all systems were tested, verified and validated to ensure uninterrupted service in the validation phase. Tests included performance, functionality and integration. The Year 2000 implementation phase included deployment and implementation of converted or replaced systems and implementation of business continuity contingency plans, if necessary. Thus, the data are sound and reliable.

Analysis of Results: As a result of the above efforts, all 344 of USDA's mission-critical systems are Year 2000 compliant. In addition, all 336 of USDA's non-mission critical systems are Year 2000 compliant. USDA inventoried its data exchanges and identified exchanges with federal, state, local government, private sector, and foreign and private partners. USDA tracked 473 data exchanges representing 1,480 exchange partners. All data exchanges are compliant. USDA-occupied buildings (owned and leased) are 100% compliant.

Current Fiscal Year Performance: Independent verification and validation of mission critical as well as non-mission critical systems in USDA was an integral part of the overall strategy for achieving Year 2000 compliance. The USDA IV&V effort was conducted in two phases. Phase One evaluated system development products; reviewed and conducted spot checks on testing activities; and monitored development efforts from project start-up to closeout. Phase Two involved the scanning of more than 55 million actual lines of code for possible errors. The effort was undertaken as an additional check on systems that had been remediated to further ensure against Year 2000 disruptions.

Program Evaluations: USDA's IV&V effort was continually reviewed and updated by the Y2K Program Office. A contractor was also engaged to assess the risk associated with IV&V findings.

Objective 2.5: Meet mandated requirements of the President's Commission on Critical Infrastructure Protection (PCCIP) by developing a plan to protect USDA's critical infrastructures and putting the processes/mechanisms in place to implement the plan on a 2-year cycle.

Key Performance Goal

Percent of agencies identifying critical assets and assessing them for vulnerabilities	
Target:	25
Actual:	10 (preliminary data)

1999 Data: The 1999 data is preliminary. This measure has been modified slightly from the FY 1999 Annual Performance Plan to more accurately reflect what is being measured. Information regarding USDA's critical cyber infrastructure assets and asset vulnerabilities is provided by individual USDA agencies. OCIO, with assistance from agency security specialists, developed a USDA Critical Infrastructure Assurance Plan, required by Presidential Decision Directive (PDD63). In addition to the plan, PDD63 calls for a security assessment of each agencies critical infrastructure assets. As part of OCIO's annual call for information system security plans, agencies were provided additional requirements to meet this mandate.

Analysis of Results: Although most USDA agencies have submitted their security plans, the plans do not contain sufficient detail necessary to conduct a thorough security assessment. This is in large part due to the lack of expertise and the resources required. OCIO has conducted a preliminary review of agency plans and is requiring many to provide additional information. Optimally, the Department would develop or purchase a single methodology which all USDA agencies would use to identify and assess all critical cyber infrastructure assets.

Description of Actions and Schedules: At the request of the Secretary, OCIO conducted an analysis of USDA cyber security programs during the summer of 1999. In August, OCIO published its findings and recommendations in its "Action Plan to Strengthen USDA Information Security." This plan covers the requirements of PDD63, as well as the broader aspects of Information Systems security. Rather than separate PDD63 from other security issues, OCIO will use available resources to fulfill the Action Plan, thereby maximizing effort and avoiding duplication and confusion, while meeting the Department's internal and external security requirements.

Current Fiscal Year Performance: The FY1999 performance for cyber infrastructure assurance is predictable, considering the lack of experience, expertise and resources available to the Department and its agencies. OCIO will continue to work with agencies to identify critical assets and to conduct security assessments. In addition, OCIO and agencies will leverage the work being conducted to address the Y2K computer anomaly. This work has helped the Department prioritize its critical systems, assess them for date-specific abnormalities, and develop contingency plans, all activities necessary in the broader sense of computer security.

Program Evaluations: In FY1999, the General Accounting Office (GAO) released a report that it had conducted over a year previously on the security practices at USDA's National Finance Center. GAO raised concerns in the areas of security program management, network policy and vulnerabilities, and payroll and personnel records access. Also in FY1999, USDA's Office of the Inspector General (OIG) conducted an audit of data transmission security. The OIG's audit report described serious internal control weaknesses in the Department's Information Technology security program. USDA's valuable information resources are at considerable risk from internal and external threats. OCIO's "Action Plan to Strengthen USDA Information Security" provides a sound strategy, based on the best practices of leading organizations, for identifying vulnerabilities and implementing mitigation procedures and mechanisms. It identifies the need for a centralized cyber security office and plans are currently underway to establish a USDA Cyber Security Program Office within OCIO.

Goal 3: Be a leading innovative information technology services organization, experienced in providing quality and cost-effective services for centralized and distributed computing, and applications support. These activities are financed through the Departmental Working Capital Fund (WCF).

The FY 1999 Annual Performance Plan contained additional measures for this Goal. Three measures have been discontinued for FY 2000. See **Appendix A** for an explanation regarding the discontinuation of these measures.

Key Performance Goal

Bring OCIO systems into Y2K compliance	
Target:	100
Actual:	100

1999 Data: In FY 1999, the OCIO brought all of its mission critical systems into Y2K compliance. The data is sound and reliable.

Analysis of Results: In early FY 1998, OCIO mission critical IT resources were grouped into 13 systems. In late FY 1998, they were regrouped and recategorized as 10 systems: Ft. Collins stand-alone Pcs; Washington DC, NITC facilities; Washington, DC NITC USDA MVS; Oklahoma City MVS Channel Attached Equipment; Sun Microsystem Servers; DEC VAX, OS/390 mainframe environment; Telecommunications, LAN/Desktops; and USDA FTS 2000.

By the end of FY 1998, 7 out of 10 systems were Y2K compliant. The remaining 3 systems were made compliant in FY 1999.

Current Fiscal Year Performance: Y2K preparation has been a major focus of the OCIO. Testing activities included 18 forward date cycles on the USDA OS/390 environment, in which the operating system and customer applications were forward date tested in a variety of scenarios. There were 12 similar forward date testing cycles for the FAA mainframe. Additionally, a number of mitigation activities were undertaken- to upgrade hardware, install new software, and retire hardware and software that could not be upgraded.

The USDA earned a grade of A- for its Y2K readiness. The OCIO Y2K plan contributed to that success, and was cited as an excellent plan by the Y2K Program Office.

Program Evaluations: Y2K plans and activities are continually reviewed, evaluated, and updated.

Key Performance Goal

Percent to which OS/390 operating system is implemented on OCIO mainframe system	
Target:	100
Actual:	100

1999 Data: In FY 1999 the NITC operating systems was made fully Y2K compliant

Analysis of Results: In FY 1998 the NITC had achieved Y2K compliance in the USDA mainframe computing environment, but not the FAA platform. By FY 1999, the USDA had added a second USDA environment (for the FFIS data warehouse), and had brought all operating systems up to Y2K compliant levels.

Current Fiscal Year Performance: The NITC reached all of its performance goals related to Year 200, ensuring that its customers have a safe environment in which to run their applications.

Program Evaluations: All NITC Y2K activities were rigorously managed by the NITC Y2K manager. Monthly reports were prepared and shared with the OCIO Y2K coordinator. Work was scheduled and monitored using project management tools and techniques.

Key Performance Goal

Percent of which Y2K test LPAR is established on OCIO mainframe system for customer testing	
Target:	100
Actual:	100

1999 Data: The Y2K test Logical Partitions (LPARs) were fully implemented in FY 1999

Analysis of Results: The Y2K logical partition is a dedicated logical computer system on which the system data and the dates contained in application databases can be rolled forward for testing purposes. The OCIO NITC was responsible for implementing this for USDA and FAA mainframe environments early enough in the year that it could test the operating system and its customers could use the LPAR to test their applications.

Current Fiscal Year Performance: This activity was successful. USDA and FAA customers were able to do their Y2K testing and certify the Y2K compliance of their computer applications. There were 18 test cycles in the USDA environment, with the operating system being set to a variety of future dates; there were 12 FAA test cycles. During these cycles, OCIO customers were able to test any applications they wished, with date changed to reflect likely future scenarios. The tests were very successful in identifying possible problems and in allowing properly functioning software to be certified as Y2K compliant.

Program Evaluations: NITC Y2K activities were reported and evaluated on a monthly basis to the USDA Y2K Program Office.

Key Performance Goal

Percent of OCIO computing platforms which have a Web interface	
Target:	70
Actual:	80

1999 Data: In FY 1999, the OCIO NITC provided Web access to the four platforms for which access had been planned. It also implemented a fifth platform, for which Web access has not yet been implemented.

Analysis of Results: The NITC has a Sun computing platform, and (as of FY 1999) four mainframe platforms: Two for USDA, one for FAA, and one for the FFIS Data Warehouse. The FFIS Data Warehouse was installed this year. The Sun Platform had Web Access in FY 1998. In FY 1999, the NITC implemented Web access on the two USDA mainframes. Web access on the FAA mainframe has been implemented in a test environment. The FFIS customer has not yet asked for Web access, but is expected to in the near future.

Description of Actions and Schedules: Scheduling for production implementation of Web access on the FAA and FFIS mainframes is contingent on customer requirements. It is anticipated that customers will request in FY 2000 that both platforms be made fully Web accessible.

Current Fiscal Year Performance: NITC placed great emphasis on Web access in FY 1999, and successfully implemented it on three of its four mainframe platforms.

Program Evaluations: NITC Web access to the centralized computing environment is central to Agency program delivery plans. These platforms support the programs and missions of USDA agencies, and are much in demand. At this early date, Web access is not known to have been the focus of any program evaluation.

Key Performance Goal

Improve Security of information processing resources	
Target:	5
Actual:	6

1999 Data: In FY 1999, the NITC made 6 major security improvements. However, the performance targets set in the annual performance plan were percentages, which have been found not to be readily measurable. Additionally, the FY 1999 target was inadvertently omitted. Therefore, the performance targets have been revised to be a count of major security improvements.

Analysis of Results: Because the performance measures were found to be lacking, and were modified, it is impossible to accurately measure progress in terms of the performance measures. However, the NITC did accomplish its plans in this area.

Current Fiscal Year Performance: In FY 1999, the OCIO NITC improved security in the following areas: Provided access control to the new data warehouse mainframe; improved physical security by adding new cameras; implemented regular scanning of certain sensitive systems, and installed all security patches; implemented the Incidence Response Program; planned and completed procurement to begin Virtual Private Network (VPN) encryption pilot project; and implemented access control in two Web Logical Partitions.

Program Evaluations: None conducted in FY 1999.

Key Performance Goal

Percent increase of new business based on new services	
Target:	5
Actual:	10

1999 Data: In FY 1999, NITC added over $5 million in new business, producing a new business increase of over 11 percent.

Analysis of Results: NITC's FY 1999 new business was composed primarily of new small system client/server business and application design work. Some new customers were FSA's Cotton Warehouse data, GSA's Honeywell Bull application, Forest Services' DG applications and the FFIS data warehouse. This allowed the NITC to add twice the percentage of new business that it had planned.

Current Fiscal Year Performance: This year's performance exceeded the performance objective by more than 100 percent.

Program Evaluations: No formal performance evaluations have been conducted. However, every possible new business opportunity is evaluated.

Key Performance Goal

Number of business proposals submitted to potential customers	
Target:	10
Actual:	20

1999 Data: In FY 1999, the NITC submitted proposals for 20 new business opportunities.

Analysis of Results: NITC submitted proposals for 20 new business opportunities, including new FAA ICE-MAN work, the FFIS data warehouse, TIM Support, NRCS BLM Plants, and several other projects. This doubled the FY 1999 target.

Current Fiscal Year Performance: This year's performance exceeded plans, and resulted in healthy revenue increases.

Program Evaluations: A team is currently evaluating how NITC responds to business opportunities, and preparing a revised "new business process".

Key Performance Goal

Percent of employees that received training	
Target:	80
Actual:	100

1999 Data: In FY 1999, 100 percent of NITC's employees received training.

Analysis of Results: NITC greatly improved its training ration in FY 1999, ensured almost every employee received training, and greatly exceeded its targets.

Current Fiscal Year Performance: In Fiscal Year 1999, NITC ensured almost every employee was trained. Training included subjects such as ethics, customer relations, and technical topics such as project management, OS/390, Web Servers, UNIX, and all NITC employees received Civil Rights training.

Program Evaluations: No formal program evaluation was conducted, but it is expected that training will be reviewed during the Fiscal Year 2000 review and updating of the NITC Strategic and Tactical Plans.

Management Initiative 1: Implement a professional development strategy to ensure that USDA's IT personnel possess the skills necessary to meet the challenges of effectively delivering programs and services with information technology.

Key Performance Goals

Increase percent of agency acceptance/adoption of the CIO Council's IT core competencies.	
Target:	50
Actual:	0
Increase percent of executives/senior managers who integrate IT core competencies into their IT workforce planning	
Target:	20
Actual:	0

1999 Data: There exists no data for FY 1999 since this particular workforce initiative has not been launched due to other priorities within OCIO.

Analysis of Results: See above

The FY 1999 Annual Performance Plan contained an additional measure for this objective. See **Appendix A** for an explanation regarding the discontinuation of this measure.

Description of Actions and Schedules: Since this particular initiative has not been launched, there are no concrete results to analyze it at this point in time. However, two of the performance goals have not been eliminated from this initiative as it remains a priority of OCIO to implement them. OCIO remains

committed to IT workforce planning and skills development through implementation of the core competencies. While significant strides have not yet been accomplished in meeting these targets associated with these performance goals, overall success had been achieved in USDA's IT workforce improvement effort. OCIO continues its leadership role of USDA's IT-HR IT Workforce Planning and Development Working Group and also continues its collaborative work with OHRM on numerous issues, including analyzing, on a monthly basis, the number of IT vacancies throughout the Department and anticipating how this number will change in the coming 3-5 years as more IT personnel retire from federal service; and developing plans to mitigate problems resulting from these increased number of vacancies. OCIO also remains an active participant on the Federal CIO Council's IT Workforce Challenge Committee and will continue to share lessons learned and data with other federal agencies on ways to improve its IT workforce, as well as how to develop skills and best integrate core competencies into IT workforce planning and skills development programs.

Current Fiscal Year Performance: It is planned that in the second half of FY 2000, OCIO will work with OHRM and the agencies, through the IT-HR IT Workforce Planning and Development Working Group, in distributing the IT core competencies and in encouraging executives/senior managers to adopt them and integrate them into their workforce planning activities.

Program Evaluations: In order to evaluate the success of this program, agency employee surveys or focus groups and/or interviews will be conducted. These evaluation sessions will be conducted approximately 3-6 months after the competencies are distributed. Further, OCIO will evaluate success in meeting these performance goals by tracking the turnover rate of IT professionals at USDA. Survey results conducted with USDA IT professionals in FY 1999 revealed that access to training opportunities is a key factor in retaining IT professionals. The intent is that one of the by-products of implementation of these competencies will be more training made available to IT employees leading to more satisfied employees and a decrease in turnover.

Management Initiative 2: Continually improve the quality and effectiveness of the OCIO workforce and ensure the Civil Rights of all.

Key Performance Goals

Increase employee morale.
- Percent of employees indicating medium to high morale
  - **Target:** establish baseline of 50%
  - **Actual:** 50
- Percent decrease in formal and informal complaints
  - **Target:** establish baseline of 50%
  - **Actual:** 50

Provide civil rights training for all employees.
- Percent of civil rights training completed
  - **Target:** 100
  - **Actual:** 100

Provide conflict management training for all employees.
- Percent of employees completing conflict management training
  - **Target:** 50
  - **Actual:** 15

1999 Data: Baselines established for increasing employee moral and decreasing formal and informal complaints are based on goals established by OCIO senior management. Percentages for Civil Rights training and Conflict Management training are based on information obtained from agency records (e.g. training, EEO profiles, supervisory/employee ratio).

Analysis of Results: OCIO has developed an approach to improving the quality and effectiveness of the OCIO workforce and ensuring the Civil Rights of all. In particular, one aspect of this approach resulted in the development of a comprehensive Civil Rights Training Program for all employees. In FY 1999 100% of OCIO employees completed mandatory training established by the Secretary of Agriculture, which included Sexual Harassment and Program Complaint Processing Procedures.

OCIO established a baseline in FY 1999 of providing conflict management training for 50% of its employees. Fifteen percent received training to achieve a basic level of competency in conflict management skills.

Description of Actions and Schedules: The goals of this management initiative will be furthered pending the development of an Alternative Dispute Resolution (ADR) Program by the Conflict Prevention and Resolution Center, Office of the Assistant Secretary for Administration. This Program is designed to assist agencies in conflict resolution.

Current Fiscal Year Performance: OCIO will include, in FY 2000, Civil Rights awareness training to incorporate emphasis in the three areas mandated by the Secretary: Equal Employment Opportunity, Outreach/Cultural Diversity, and Special Emphasis.

Program Evaluation: OCIO is devoting both money and resources to assuring that the civil rights for all employees are respected. There was no formal evaluation of this program in FY 1999, however, OCIO has steadily reduced its inventory of active EEO complaints. During FY 1999, we closed 5 cases. During the same time period two new complaints were filed. The 50% actual figure is based on attendance at employee recognition functions that previously received minimal attendance, and verbal feedback from selected audiences of OCIO employees in small group sessions, in Washington, D.C., Kansas City, MO., and Ft. Collins, CO.

Appendix A

OFFICE OF THE CHIEF INFORMATION OFFICER

DISCONTINUED PERFORMANCE MEASURES

Goal 1: Ensure decisions regarding the selection and deployment of information technology are based on USDA business needs.

Objective 1.2: Establish a standard Capital Planning and Investment Control (CPIC) Program in USDA to ensure IT investments are made in direct support of business objectives, managed prudently, and assessed to ensure that measurable improvements are achieved through those investments.

Objective 1.3: Identify opportunities for streamlining program and administrative business activities, and the technology that supports the, through the development and implementation of a business/data architecture.

Discontinued Performance Measures

Establish a standardized methodology for project management: Benchmark other agencies/private sector best practices in project management during FY 2000 Project management methodology for USDA IT developed/selected during FY 2000 Number of agency staff trained/certified in project management during FY 2000

Explanation: While improved project management would improve overall success of USDA IT investments, budget requests for additional resources for project management have gone unfilled. Current staff are dedicated to other critical support of USDA's CPIC process, and cannot support a Project Management methodology or training. As a result, measures related to project management are being discontinues.

Number of USDA agencies with approved migrations strategies to the information architecture: # of USDA agencies with approved migrations strategies to the IOTA

Explanation: The FY 1999 annual performance plan contained additional measures for this objective. However, after further analysis, OCIO determined that individual agency migration plans no longer apply as a measure. Instead USDA is using an enterprise-centric approach for the architecture and information requirements are being leveraged through the architecture, CPIC, and waiver processes.

Goal 3: Be a leading innovative information technology services organization, experienced in providing quality and cost-effective services for centralized and distributed computing, and applications support. These activities are financed through the Departmental Working Capital Fund (WCF).

Percent of OCIO systems which are Y2K compliant

Explanation: This indicator duplicates the data provided in the indicator "Bring OCIO systems into Y2K compliance." As a result, this performance information was omitted.

Percent to which Web access to Customer Information System is implemented

Explanation: This is an electronic communications systems available to our customers. It is an important part of our business, however, its measurement does not contribute to the performance relative to the goal. It was determined that the most efficient mechanism for implementation was the Home Page. The Home Page measure was discontinued, therefore, data collection was canceled.

Percent to which Home Page is implemented

Explanation: This has proven to be an important customer service, however, once the home page was implemented it is constantly changed. The data did not contribute to the measurement of performance relative to the goal, therefore data collection was canceled.

Management Initiative 1: Implement a professional development strategy to ensure that USDA's IT personnel possess the skills necessary to meet the challenge of effectively delivering programs and services with information technology.

Increase percent of completion of USDA professional development strategy implementation plan.

Explanation: This performance goal is evolving and will remain so throughout the life of Management Initiative #1. To successfully manage implementation of this initiative, USDA will take direction from members of the Federal CIO Council IT Workforce Challenge Committee. As a result, this goal is being eliminated.